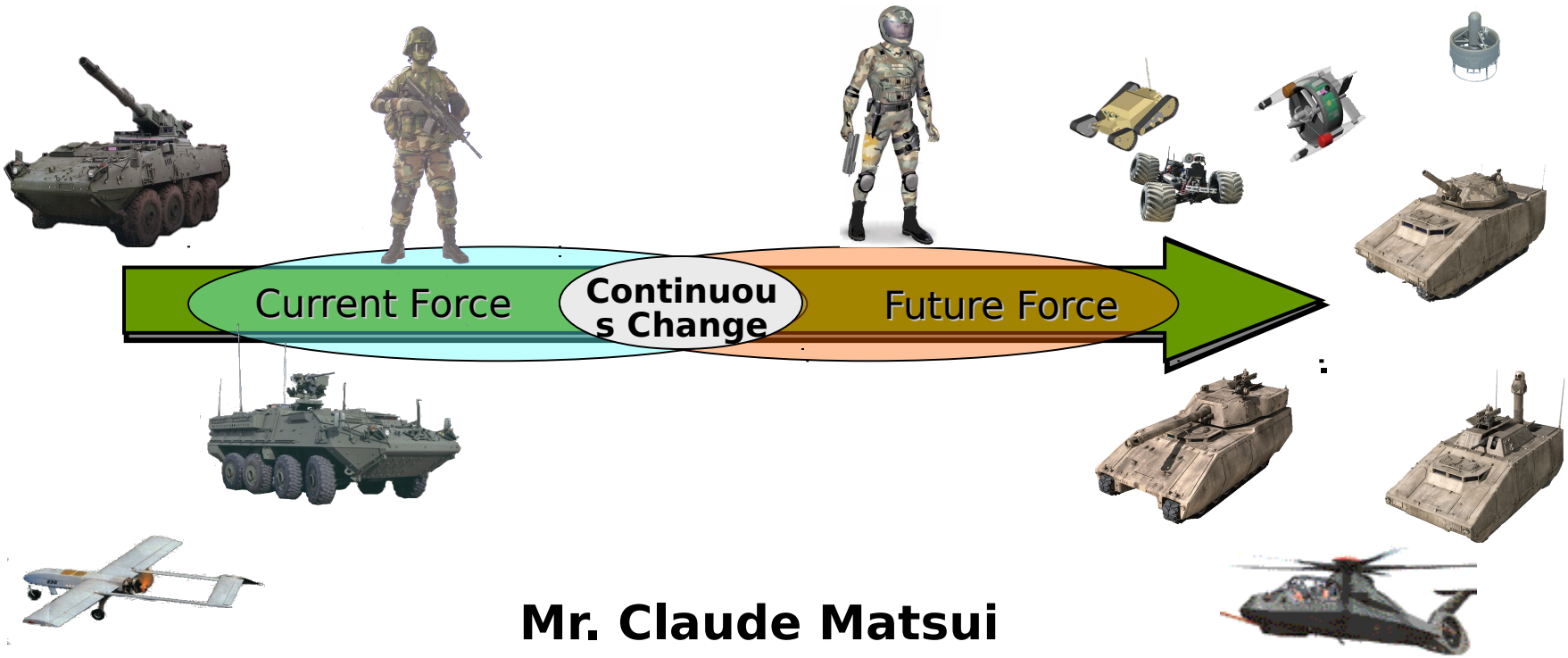
# Transformation Status Overview
# Future Force Installations




**Mr. Claude Matsui**
**Line of Operation #12 Work Group**
**OACSIM, Plans and Operations**

# Agenda

- Transformation Overview
  - Transforming Army
  - "Templating" Transformation
  - DOTMLPF Influences
  - Changing the Installation Mindset
- Defining Installation Support Requirements
  - Installation Role & Organizational Impacts
  - Accelerated Pace of Change
  - Decision Integration and Synchronization
  - Organizing to Meet Transformation Needs
- "Strategies" for Meeting Future Force Needs
  - Synchronizing Materiel fielding & Installations
  - Adaptive, Flexible, Reconfigurable Designs
- Way Ahead/LO#12 POCs



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# Army Transformation

**Fully Networked Battle Command capabilities bridge from the Current to Future Force and enable interdependent network-centric warfare**

**Enhanced Capabilities**

**Accelerated Development and Fielding of DOTMLPF Solutions**

**Relevant** **&** **Ready**

**To new challenges** **For anything at anytime**

- **Transforming while at War**
- **Dynamic, hybrid force in continual transition**
- **Capabilities-based to support Joint Operating Concepts**
- **Network Explicit**
- **Joint CIDS (CISCI 3170.01C)**

# Organizations, Stationing, and Installations

***Future Force units will be globally stationed and trained focused on deployability.***

***Some stations supporting Future Force units are new and some will be owned by other services …***

***all linked by a common Joint architecture***

- Organizations are inherently modular – rapid force tailoring and teaming as required based on mission needs
- Units of Action provide campaign overmatch and full spectrum precision maneuver for decisive land combat
- Organizations designed and equipped to fulfill command and control (C2) functions of Joint, interagency, and multi-national organizations

Adaptive, IT rich

- **Installations provide common "core" services & tailored mission support capabilities using assets across a region or from "National" centers through unprecedented connectivity**

**NEW** Role

- **Installations continue to support to deployed forces until redeployed back to homestation**

# Transformation "Template"

## Premise:

- **Materiel Acquisition is the "long pole in the tent" to transforming**
- **Facility Acquisition is the "long pole in the tent" to fielding**
- **Process/decision synchronization is the "KEY" to**

## Approach:

**Shift doctrinal template to DOTMLPF**

(DoD and Army template)

**Doctrine**
**Organization**
**Training**
**Materiel**
**Leader Development & Education**
**Personnel**
**(Soldiers, DA Civilians, Contractors)**
**Facilities**

## Overarching Methodology:

- **System-of-systems (SoS) Management**
- **Unit Set Fielding (USF) Process**

***"We will implement Transformation through the Unit Set Fielding Process"***

***CSA, Oct 2001***

# "DOTMLPF" Influence on Installations

- *Functional & operational "threads" or linkages drive "mission" facility characteristics & capabilities definition*

**What's changing how we do business?**

- **Doctrine**
  - Shift from forward deployed to projection
  - 96-120-30 model (deployment)
  - "Roll off" "hot" (deployment)
  - Situationally aware across GIG
  - "Joint" enabled/empowered
  - C4ISR survivability/mobility multiplier
  - "Tooth"-to-"tail"ratio (logistics)
  - Reduced theater "footprint" (logistics)
- **Organization**
  - Distributed, networked force
  - Combined arms vs. branch specific
  - Technology rich/enabled
- **Personnel**
  - Maintainer/repairer reduction
  - "Generalist" vs. "specialist"
  - Unit manning
- **Training**
  - Embedded Training
  - Distributive Learning
  - Enroute mission planning
- **Materiel**
  - Diagnostic/prognostic/condition monitoring
  - Lighter, faster, more lethal
  - Velocity logistics
  - Embedded training enabled systems
  - National Maintenance Program (logistics)
  - 3-7 days of supply ..all classes (deployment)
- **Facilities**
  - Multipurpose vs. dedicated
  - Adaptive vs. tailored
  - Reconfigurable vs. static
  - More "purple" enabled than "green" enclave

# Meeting Future Force Needs

## "Transforming" installation roles & methods

- Adaptive, flexible, multi-purpose facility designs
- "Installations as Flagships" networked across a region building on combined capabilities rather than "individuality"
- Global connectivity to centers of excellence & knowledge
- Installations as a part of the battlespace
- S

investment
configuration
effectiveness
configuration
affordability

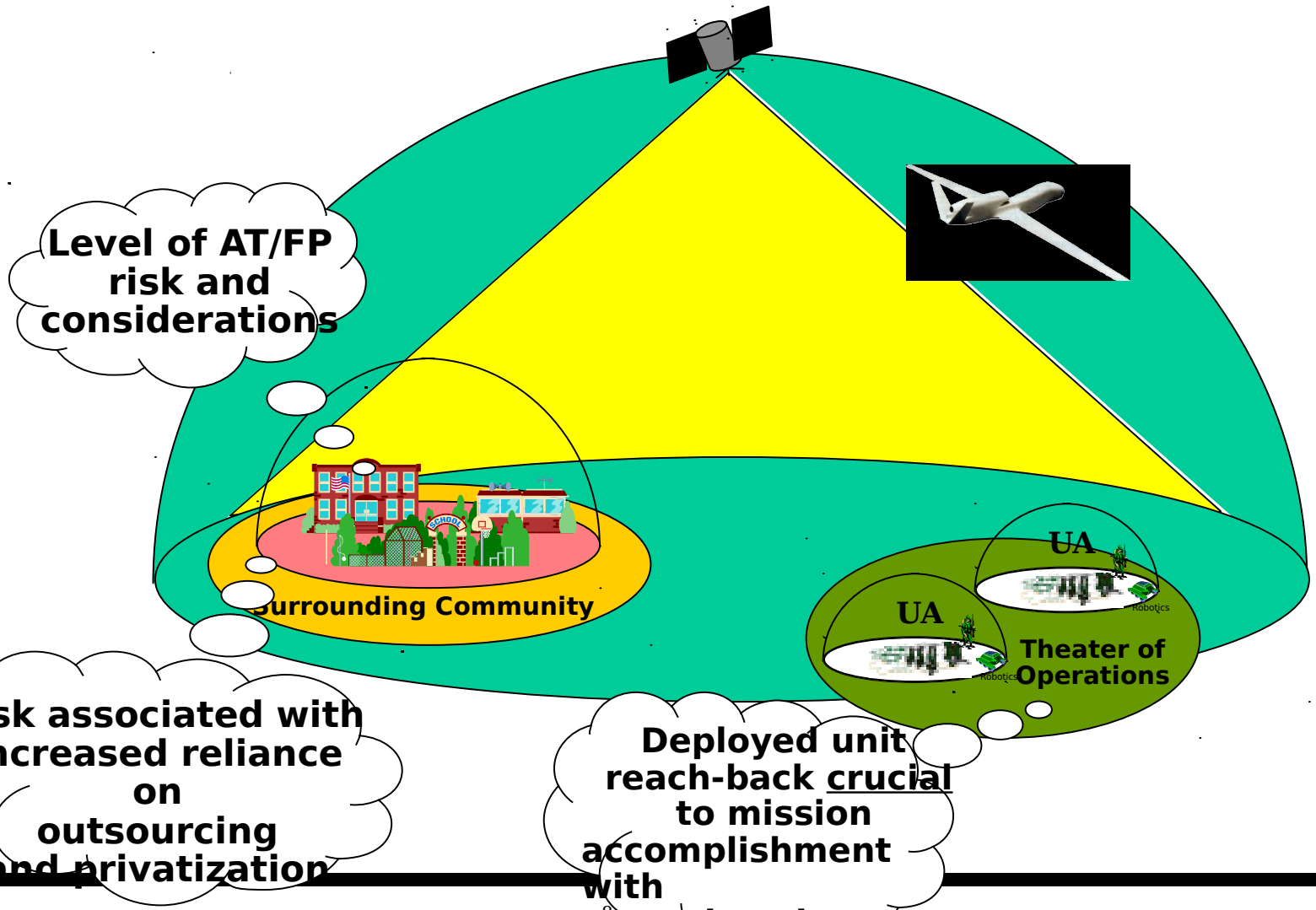
**"Changing the mindset" …**

- "tailoring facilities to specific unit types doesn't always make sense .. need to eliminate have and have-not conditions" ..
- "Soldier's workplace should have what it needs" ..
- "need to get facilities where Soldiers need them" ..
- "out-of-box solutions must make fundamental difference" ..

*MG Larry Lust,*

# Force Projection & Sustainment Affects

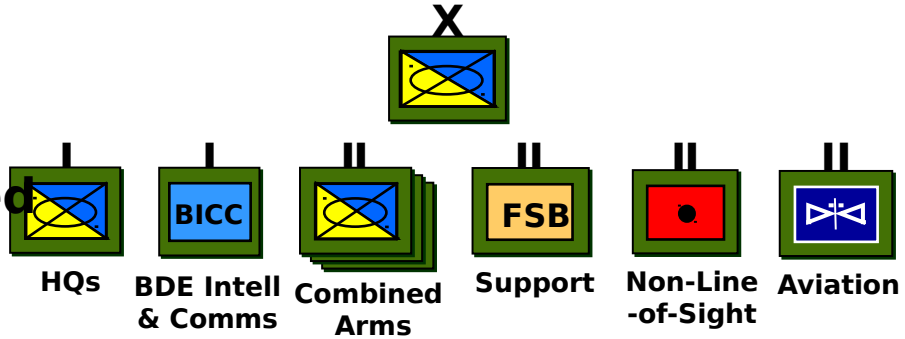
## Installation Role in Future Force Battlespace


Level of AT/FP risk and considerations
Surrounding Community
UA
UA
Theater of Operations
Risk associated with increased reliance on outsourcing and privatization
Deployed unit reach-back crucial to mission accomplishment with reduced footprint

# Future Force – Army of the Future

## Unit of Action (UA)

- UA is baseline/cornerstone of Army Transformation
- Technology dependent/enabled
- Extensive embedded training capability/dependence
- Combined arms organization with “generalist” vice “specialist” skills
- Employs “unit manning” concept (consolidated foot implications)
- Significant reduction in “maintainer/repairer” specialties
- Maintenance & supply consolidated at brigade
- 2-levels of maintenance/ supply architecture using repair-by-replace methodology
- Logistics & supply configured with 3-7 day self sustainment (all classes)

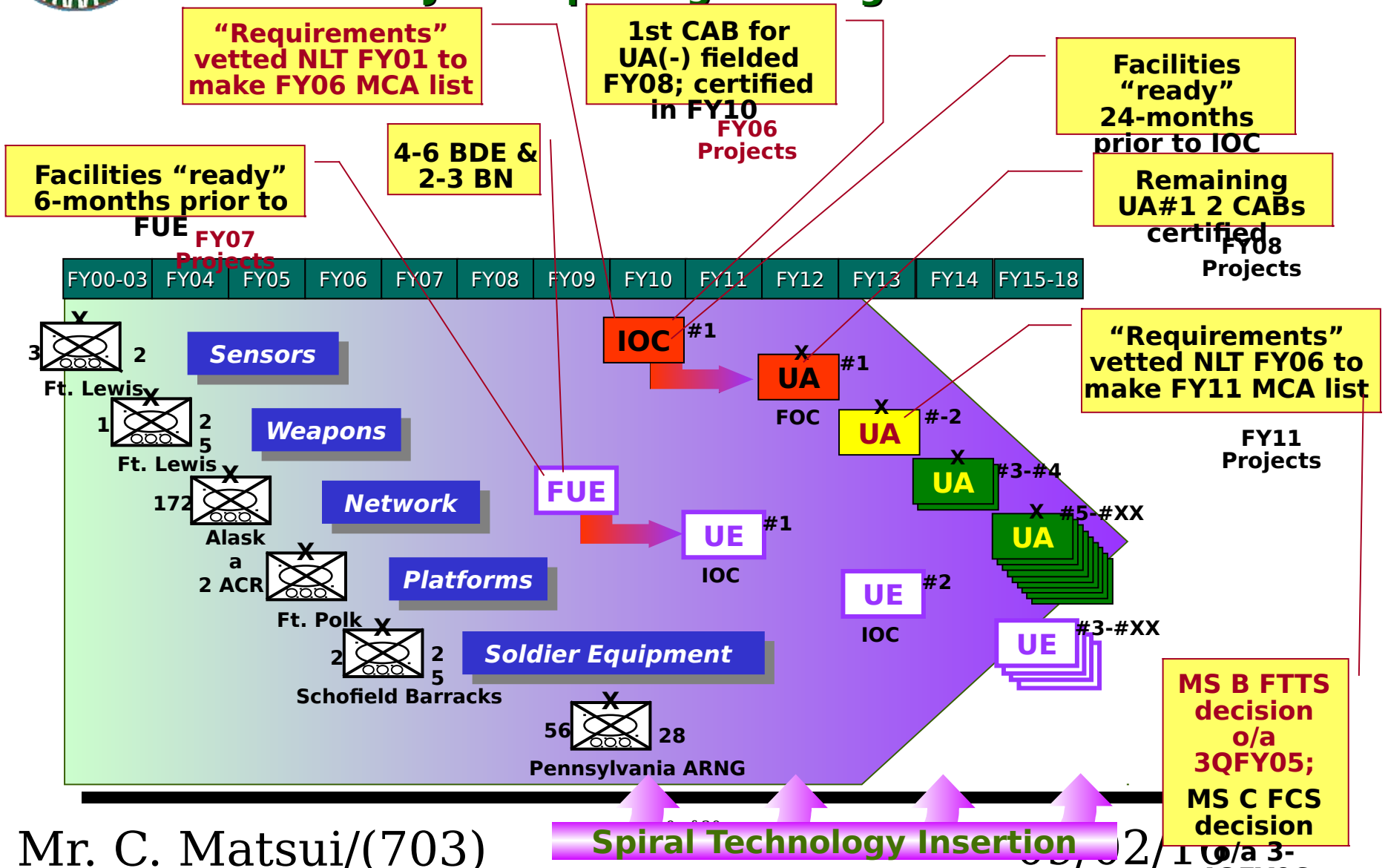



2500 pn
12 RAH 66
204 UGV
112 UAV
372 FTTS
397 FCS
FoS

Notional Major End-Items (20)

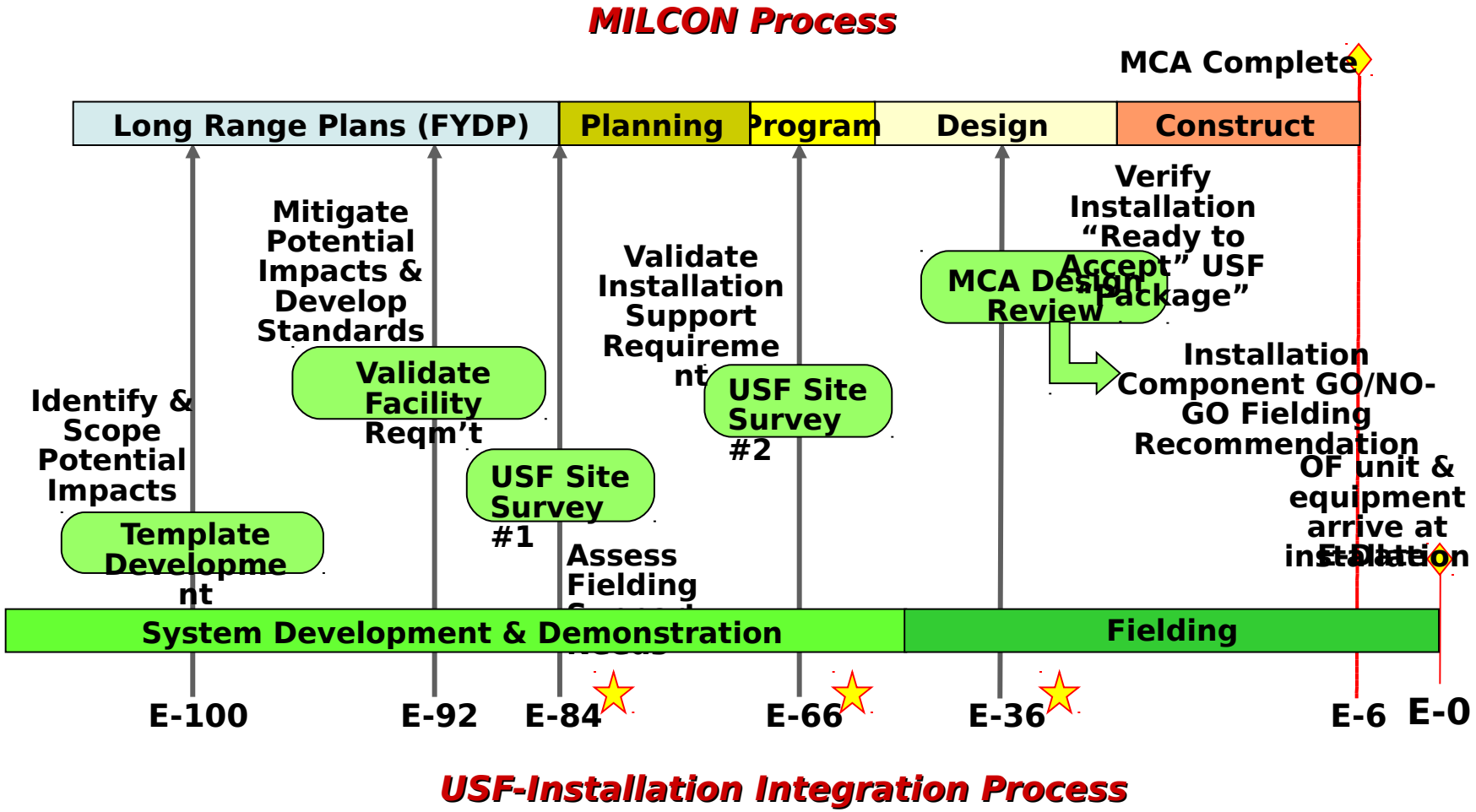
# "Designing" an Army

## Not Just Replacing Existing Units



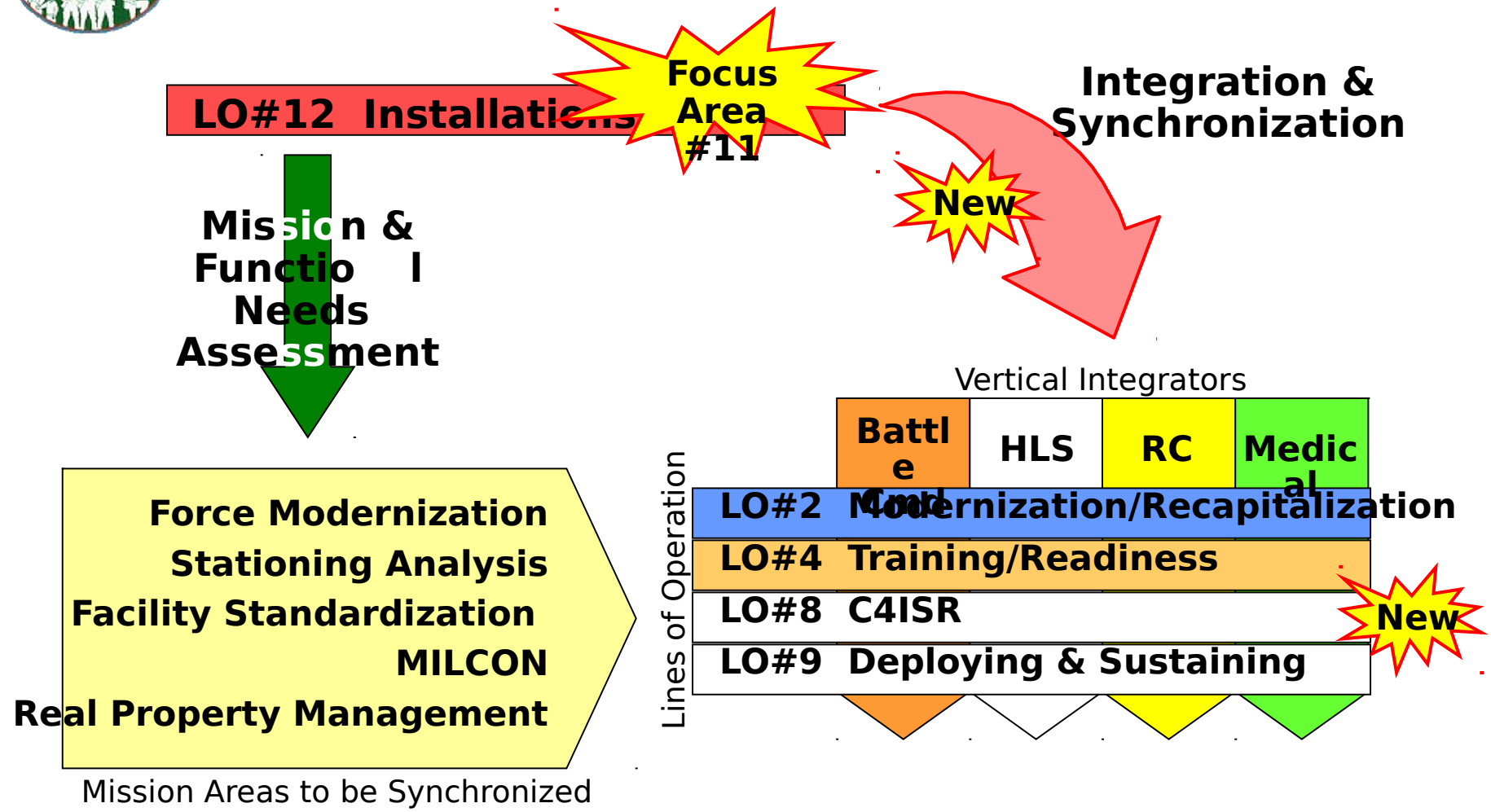
# Implementing Transformation

## Materiel-MILCON Process Relationships




E-xx – Number of months prior to E-Date

# Installation Requirements Integration Roadmap



# Line of Operation #12 – Installations

## Roles & Relationships

**ACSIM/MD - Lead**
**G8/FCS**
**OFTF**
**G3/ATO**
**G6/CIO**
**ACSIM/FD**
**IMA/P & IMA/O**
**USACE/CRST**

### LO#12 Work Group

- Installation 2020 Objectives + BRAC
- Installation Strategies to Become Our "Flagships"
- Recommend Policy Modification
- TCP LO & VI Integration
- Transformation Functional Requirements & Concepts for IDG/IDS

**CRST – Lead**
**ACSIM/MD**
**G8/FCS**
**USACE/CW-E**
**USACE/MP-I**
**FXXI PMO**

### USF-Installation Integration Process IPT

- Force Management Integration
- USF & TPF Roles & Relationships
- LO#12 Mission Area Integration
- Qualitative/Quantitative Methodologies
- Concept, Innovation, &

# Influencing Future Force Support

- **Establishing Installation "Baseline"**
  - Verifying fidelity/accuracy of existing databases
  - Clear characterization of current capabilities/capacities
  - Defining existing shortfalls and surpluses
- **Developing Integrated Solutions**
  - Defining and mitigating Future Force impacts during spiral development
  - Integrating critical/key plans to support coordinated decisions and processes
  - Developing intermediate objectives to "measure" implementation progress
- **Implementing Synchronized Plans**
  - Leveraging existing strengths and resources to .. balance workload, meet schedules, provide decision fidelity
  - Prioritization of installation investments synchronized with DOTMLPF implementation timelines and support requirements



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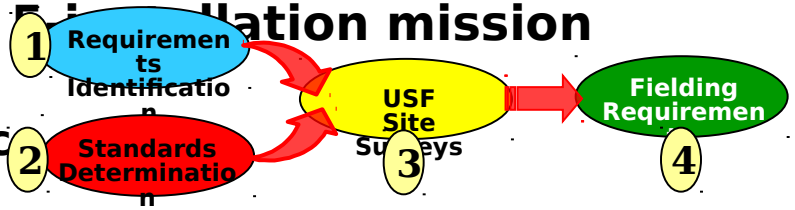
# Installation Strategies: Synchronize Materiel Fielding and MILCON Decisions

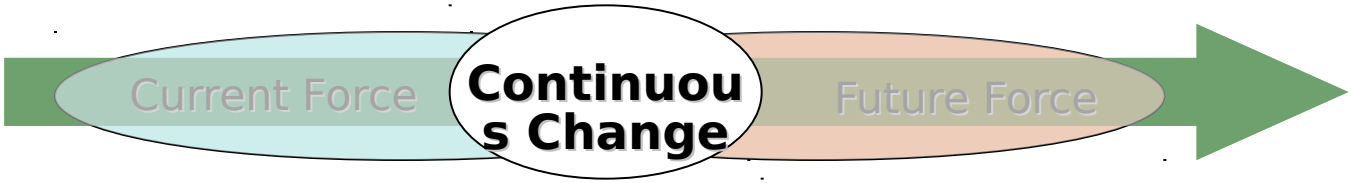
## Installation USF Integration Process

- Joint venture between OACSIM, G8, G3, OFTF, G6, & USACE
- Validates facilities and infrastructure requirements used to develop and maintain the FF TT-I ICW materiel PMs
- 4-step process integrating F[illegible]llation mission areas
  - Force modernization & Forc[illegible] Development
  - Stationing Analysis
  - DA Facilities Standardization Program MILCON
  - Real Property Management




- Identifies materiel system support, standards & criteria and develops DD1391 templates for conducting installation assessment to meet USFMS fielding
- Findings and recommendations provided to FISO

# Materiel Fielding Process

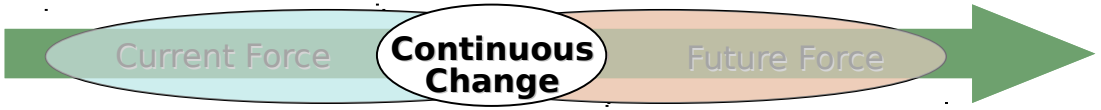



## *Materiel Acquisition:*

- **Total Package Fielding (TPF) – Event-driven process where "facilities" consideration is at PM programmatic discretion**
  - In practice, affordability drives PM decision
  - Priority on best technical solution at expense of supportability
  - Facilities non-weighted ILS factor (except RAH-66)
- **Unit Set Fielding (USF) – Time-based, Event-driven process where "facilities" are a mandatory synchronization consideration**
  - Specific synchronization and data exchange milestones
  - Prescribed decision matrix to senior leader (4-star) review
  - Requires validation of requirements (*F* = facilities and infrastructure)

# Unit Set Fielding Site Survey Overview

## Two-fold Purpose




- **<u>Assist</u> the installation in preparation for supporting Transformation & Unit Set Fielding (USF)**
  - **Provides "expert" assistance to develop installation's capability to meet USF 'packages" in support of unit fielding**
  - **Provides the "live" info as the basis for developing installation action plans, charrettes, etc**
- **<u>Validate</u> facility and infrastructure requirements**
  - **Provides a status and assessment of installation's posture**
  - **Provides synopsis of validated requirements & "champion" resourcing needed to prepare installation to receive USF "package"**

# Future Force Transformation Template – Installation (FF TT-I) Development

| Greengrass 1 UA Requirements | | |
|---|---|---|
| | SF | Construction Cost |
| Mission | 699,875 | $161.7 |
| Spport | 107,000 | $24.6 |
| AFH (SP) | 1,529 | $237.2 |
| P2 Infra | | 61.3 |
| I3A | | $36.0 |
| EIS-Cost | | $3.2 |
| **TOTAL** | **808,404** | **$524.0** |

- **TT-I provides template to overlay approximate requirements at individual installations**
- **Requirements include facilities, BASOPS, environmental**
- **Current installation deficit costs are identified as well as impact of addition or transformation of current force structure to UA**
- **Visibility ranges from FCG to aggregate levels (Unit soldier support, Training Ranges, etc.)**

| Carson Transform to 1 UA | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Eliminate Existing Deficit | | Incremental Transformation Requirements | | Cost ($M) | | Post Transformation Installation | |
| | Existing Deficit | $Mil New Const | Use Excess | New Const | Renov Excess ($M)*** | New Const | Deficit | Deficit Cost ($M) |
| Mission | 1,805,000 | $159.9 | 14,000 | 32,000 | $0.4 | $0.2 | 1,507,000 | $139.1 |
| Spport | 94,162 | $22.4 | 0 | 0 | $0.0 | $0.0 | 73,162 | $18.2 |
| AFH | 0 | $0.0 | 0 | 0 | $0.0 | $0.0 | 0 | $0.0 |
| P2 Infra | | | | | | $61.3 | | $61.3 |
| I3A | | | | | | $36.0 | | $36.0 |
| EIS-Cost | | | | | | $3.2 | | $3.2 |
| **TOTAL** | **1,899,162** | **$182.3** | **14,000** | **32,000** | **$0.4** | **$100.7** | **1,580,162** | **$257.8** |

| Carson Addition of 1 UA | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Eliminate Existing Deficit | | Incremental Transformation Requirements | | Cost ($M) | | Post Transformation Installation | |
| | Existing Deficit | $Mil New Const | Use Excess | New Const | Renov Excess ($M)*** | New Const | Deficit | Deficit Cost ($M) |
| Mission | 1,805,000 | $159.9 | 62,075 | 562,744 | $1.7 | $189.0 | 2,367,744 | $355.1 |
| Spport | 94,162 | $22.4 | 0 | 61,000 | $0.0 | $15.3 | 155,162 | $36.5 |
| AFH | 0 | $0.0 | 0 | 1,468 | $0.0 | $245.4 | 1,468 | $245.4 |
| P2 Infra | | | | | | $61.3 | | $61.3 |
| I3A | | | | | | $36.0 | | $36.0 |
| EIS-Cost | | | | | | $3.2 | | $3.2 |
| **TOTAL** | **1,899,162** | **182.3** | **62,075** | **625,212** | **$1.7** | **$550.2** | **2,524,374** | **$737.5** |



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# Installation Strategies: Minimize MILCON Impact with Adaptive Standards & Criteria

## FF Multipurpose, Adaptive Designs

- Focuses on installation outlook as described in 2015 White Paper and Installation Annex to TCP
- Explores adaptive designs to accommodate uncertainty and synched to the USFMS and TT-I
- Provides flexibility needed to support functional needs of FF structure (e.g., combined arms v. BOS-specific units)
- Improves capability to support spiral development across multiple functions (e.g., training, staging, logistics, maintenance, & repair)
- Improves capacity to accommodate surge without need to develop “point construction solutions”
- Reduces need to reconfigure single purpose, dedicated designs as requirements change



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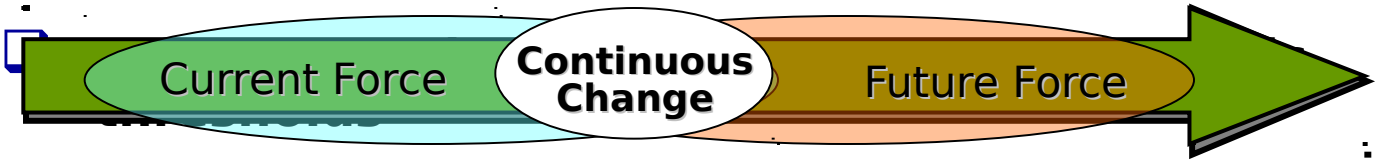
# Way Ahead

- ☑ Identify fundamental change to decision and business processes — 70%
- ☑ Identify coordination, synchronization, and integration requirements — 80%
- ☑ Develop supporting policies, processes, and procedures — 60%
- ☑ Assess impacts to desired outcomes ICW key stakeholders — FY04, POM05-09, POM06-11
- ☐ Identify resourcing requirements for implementation
- ☐ Implement at “acceptable risk”




***Multi-purpose, Adaptive, Reconfigurable, Flexible Facilities on Flagship Installations***



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# Questions

## *OACSIM & LO#12 Work Group*

| | | |
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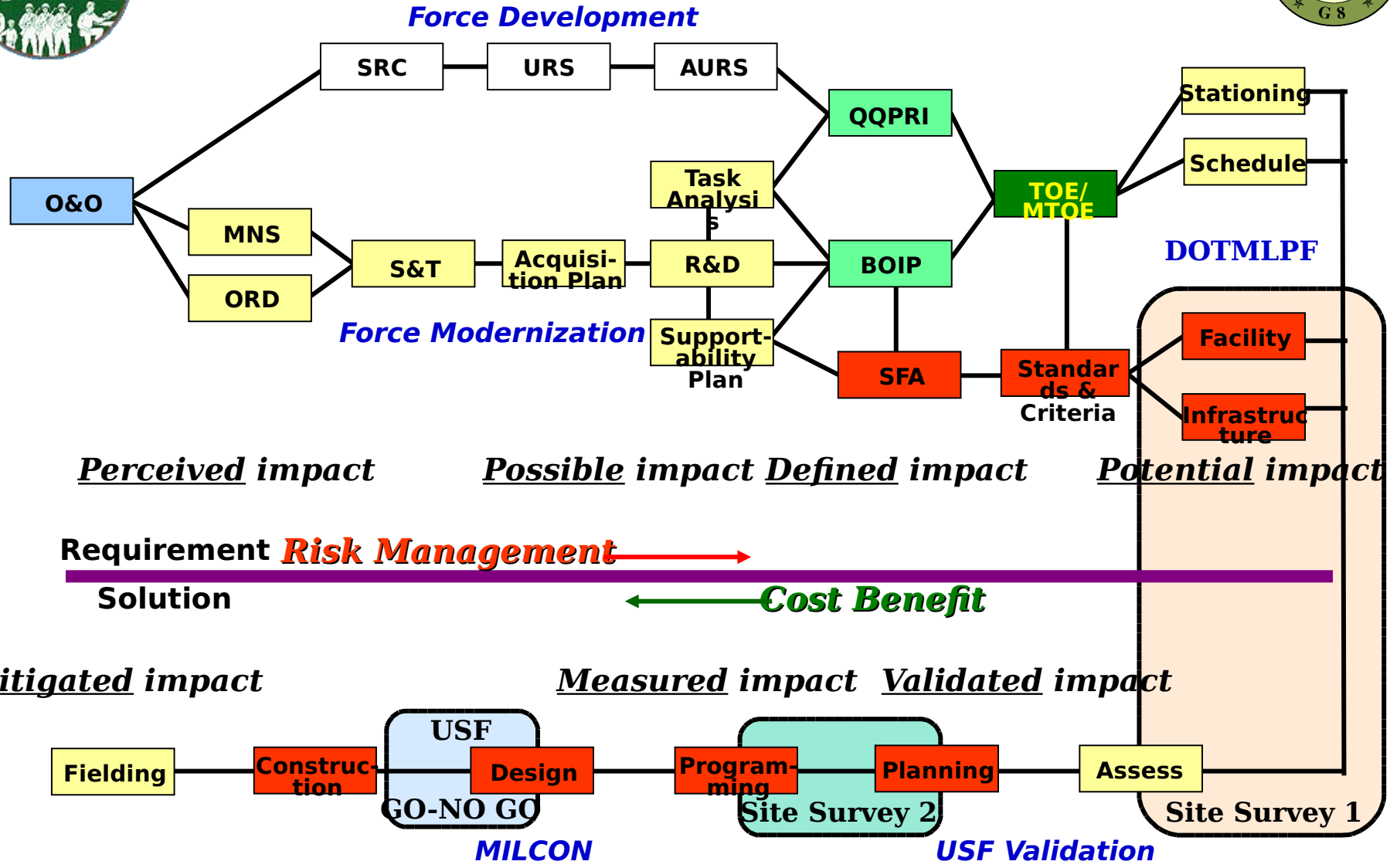
Backup

# Force Management Process & MCA



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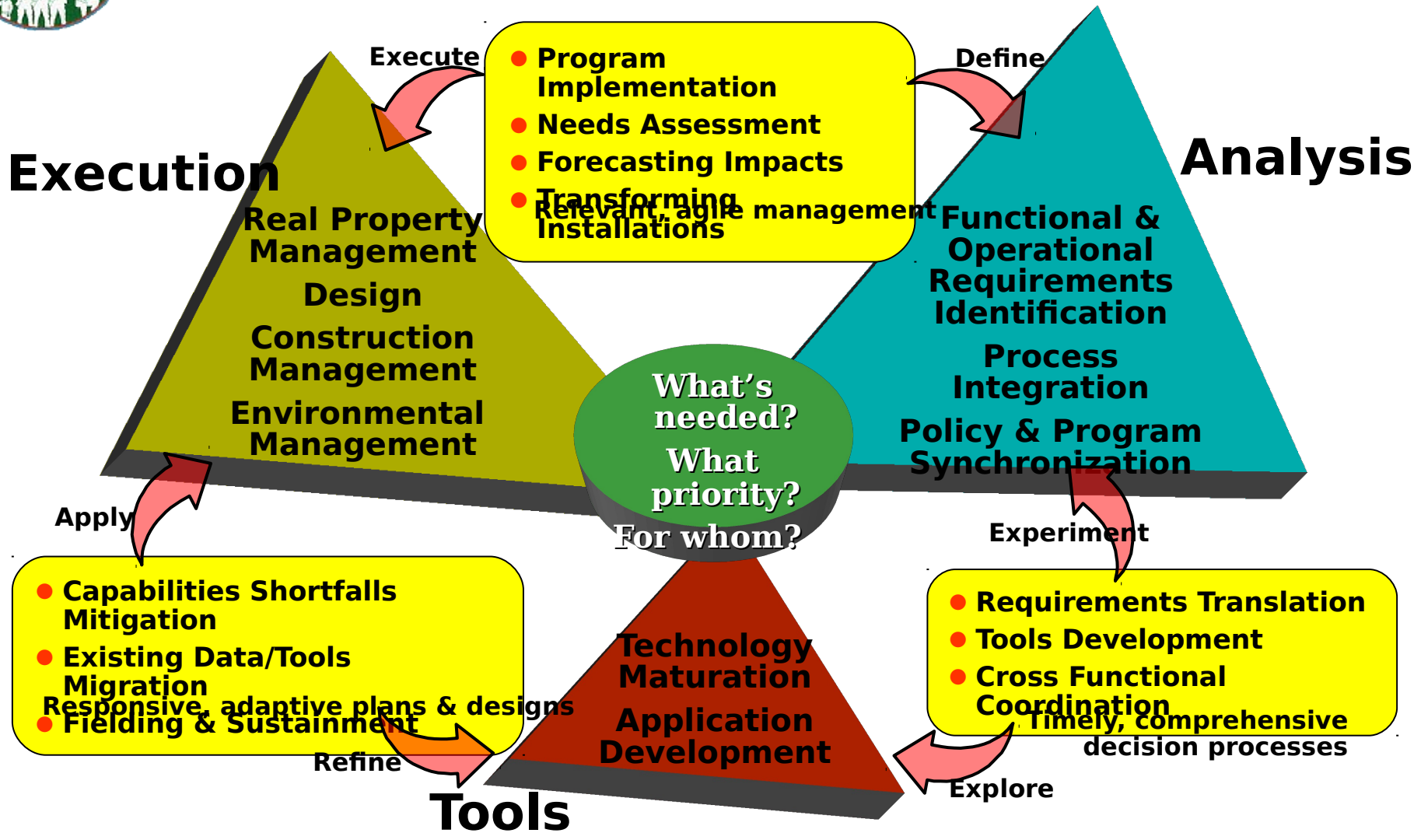
# Balancing Accelerated, Simultaneous Workload







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# Unit Set Fielding Site Survey Overview

## USF Site Survey #1

- **Initial Program Activities**
  - USF “homework”
- **Pre-Survey Visit Activities**
  - Research existing databases
  - Tailoring for individual installation
- **Site Survey #1 Activities (Assessment)**
  - Verification of data
  - Gain installation perspectives
- **Post Site Survey #1 Actions**
  - Comparison of requirements vs. capability
  - Identify shortfalls and surpluses
  - Analyze Courses of Action
  - Recommend solutions, alternatives, options

# Unit Set Fielding Site Survey Overview

## USF Site Survey #2

- **Site Survey #2 Activities (Validation)**
  - Review installation action plans to meet requirements
  - Assess adequacy to meet USF “package” needs
  - Prepare FISO GOSC report and recommendations
- **Continuous Activities**
  - Assist/update installation as required
  - Capture observations, update process, recommend lessons learned actions



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# Longer Look - Forecasting Facility Needs

***Challenges to forecasting facility and infrastructure requirements in a dynamic decision environment …***

- **Determining spatial relationships requires delineation of roles, responsibilities, and authorities**
  - **UA & UE definition in absence of TOE/MTOE**
  - **HSOC, MSTF, BCTC concept forecasts**

**Major Affect** → **Operations & sustainment**

- **Anticipating needs requires consistency & stability in business processes, functional relationships, & mission scope**
  - **TIM & IMA implementation**
  - **SoS/USF implementation**
  - **Army/DoD initiatives (e.g., Future Logistics Enterprise)**

**Major Affect** → **MCA need determination**

- **Calculating space allowances & capacities requires risk assessment in-lieu of traditional "triggers" & "counters"**
  - **Skill and task consolidations/eliminations**
  - **2-level maintenance/supply concepts**
  - **Digital data bandwidth/speed**

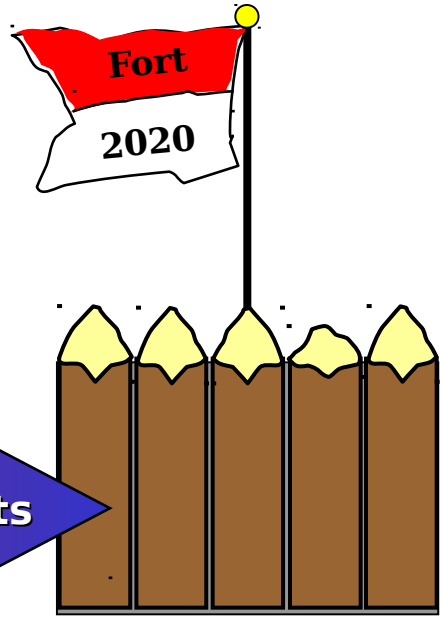
**Major Affect** → **Sustainment, Renovation, Maintenance**

# Installation Transformation Challenge

***Meeting the need to…***

**Manage Current Force Installations**

**Predicting Continuous Change Needs**




***and …***

***UA***

**Forecasting Future Force Requirements**

BICC

FSB

***while supporting …***

# Projected 2020 force Mix – Combat Brigades

**39 Active Component Brigades (Reserve Component TBD)**

### Light Forced Entry

**7 Airborne & Air Assault Brigades**

- 82nd Airborne (3)
- 101st Air Assault (3)
- 173rd Airborne (1)

### Stryker Units

**5 SBCTs (2008) ****

- Washington (1)
- Alaska (1)
- Hawaii (1)
- Louisiana (1)
- Germany (1)

** Pennsylvania (1)

### Units Earmarked for FCS in increment 1

**14 Units of Action**

- 1st Armored (3)
- 1st Infantry (3)
- 2nd Infantry (2)
- 3rd Infantry (3)
- 10th Mountain (2)
- 25th Infantry (1)

### Modernized Counterattack Force

**7 Digitized Brigades**

- 1st Cavalry Division (3)
- 4th Infantry (3)
- Cavalry Regiment (1)

### Specialty Forces

- 75th Ranger Regiment
- 1st, 3rd, 5th, 7th, & 10th Special Force Groups



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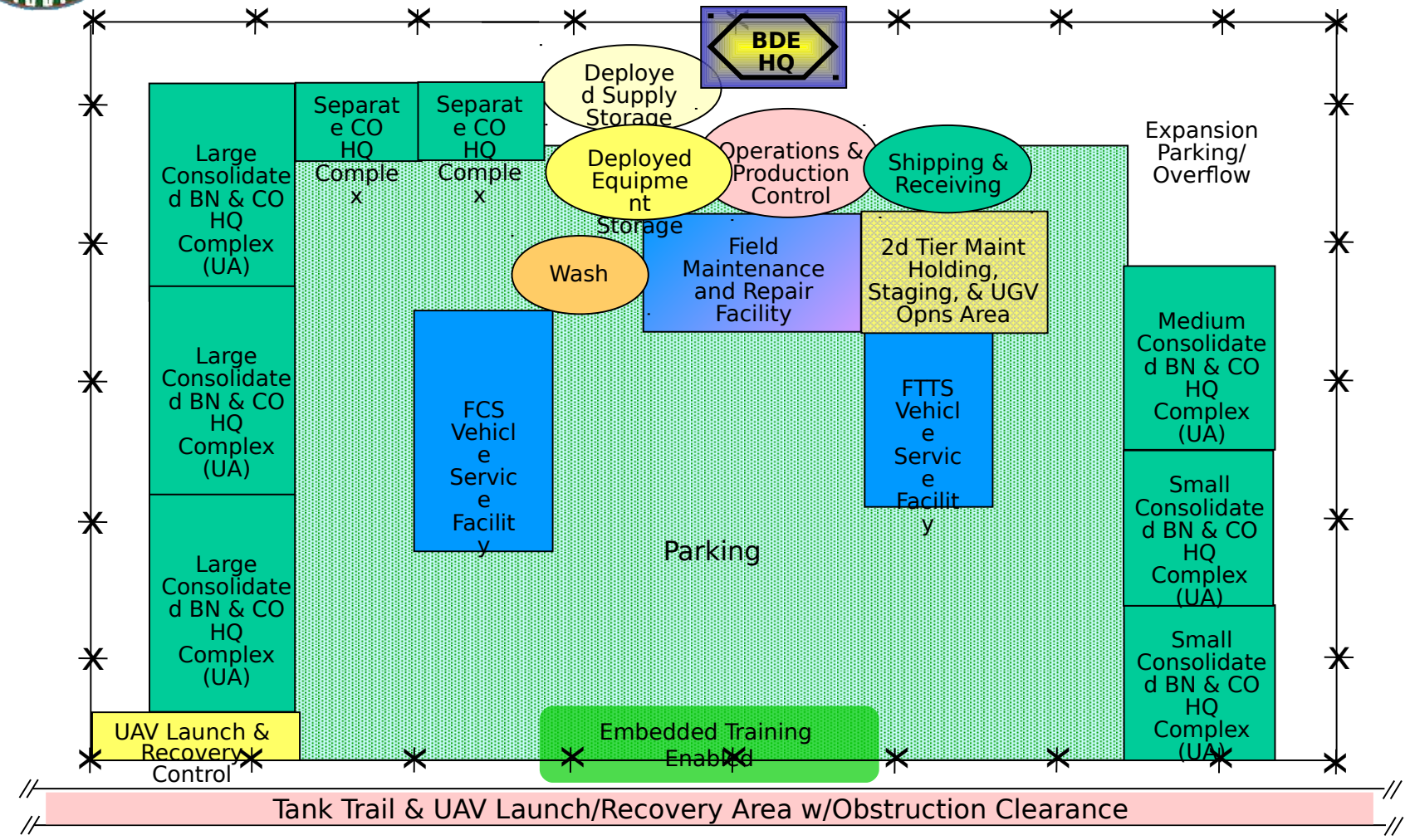
# Notional UA Mission Prep & Sustainment Operations Complex


BDE HQ
Deployed Supply Storage
Separate CO HQ Complex
Separate CO HQ Complex
Large Consolidated BN & CO HQ Complex (UA)
Large Consolidated BN & CO HQ Complex (UA)
Large Consolidated BN & CO HQ Complex (UA)
Deployed Equipment Storage
Operations & Production Control
Shipping & Receiving
Expansion Parking/ Overflow
Wash
Field Maintenance and Repair Facility
2d Tier Maint Holding, Staging, & UGV Opns Area
FCS Vehicle Service Facility
FTTS Vehicle Service Facility
Medium Consolidated BN & CO HQ Complex (UA)
Small Consolidated BN & CO HQ Complex (UA)
Small Consolidated BN & CO HQ Complex (UA)
Parking
UAV Launch & Recovery Control
Embedded Training Enabled
Tank Trail & UAV Launch/Recovery Area w/Obstruction Clearance
H
H
H
H
H
H

**Not to Scale**



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